



**STATE WORKFORCE
DEVELOPMENT BOARD**

**2017
Annual Report**





STATE WORKFORCE DEVELOPMENT BOARD MISSION

To strengthen Utah's workforce development system to meet employer needs through innovative strategies that keep pace with economic change.

GOVERNOR'S VISION

The Governor's vision anticipates a dynamic state with a richly diversified economy that is attractive both to employers who create and sustain jobs and individuals who bring knowledge and skills to those jobs. The State Workforce Development Board (SWDB) supports the Governor's vision, mission and commitment to taxpayers through its partnership of state and local government, education, business, economic development and community organizations. Based on direct partner input and data, the SWDB guides the strategic alignment of programs, resources and services with employer needs creating a strong workforce development system for Utah.

GOVERNOR'S VISION FOR UTAH

Utah will lead the nation as the best-performing economy and be recognized as a premier global business destination.

COMMITMENT TO TAXPAYERS

To provide quality, accountable and streamlined services that connect a world-class workforce with employment.

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MESSAGE FROM THE BOARD CHAIR



This has truly been an exciting year serving as chair on the Governor's Workforce Development Board. Our Workforce Development Board members and support staff from our state agencies and community partners are dedicated to collaborating and building programs that will continue to grow and enhance the talented workforce we have in the state of Utah. I have come to appreciate how hard we all work to engage and collaborate across systems in an effort to better address the employment and skill needs of current employees, jobseekers and employers.

The Workforce Innovation and Opportunity Act (WIOA) vision is to develop a stronger alignment of the workforce, employers, education and economic development systems and to improve the structure and delivery in the system. The alignment of these stakeholders provides avenues to assist workers in achieving a family-sustaining wage while providing employers and businesses with the skilled workers they need. Our challenge for the board is to re-focus our efforts and commitment around this vision.

I am proud of the milestones we have achieved this year as a board through the diligent efforts and great work of our committees. I want to personally thank the Executive Committee board members who chair our committees and keep our progress moving forward. They have been a great support to me in helping us meet our required responsibilities, approving policy, reviewing Adult Education proposals and completing our first comprehensive one-stop certification in the Price Office.

The committee work this past year has been incredible, and I want to recognize the time and commitment of all the chairs, board members and staff. We have made considerable progress toward our vision and goals as outlined in the state plan because of their dedication and partnership.

As we continue this coming year to participate as members of the board and look for opportunities to improve the future of our workforce, I am reminded of the three WIOA Hallmarks of Excellence:

- The needs of businesses and workers drive workforce solutions.
- One-stop centers provide excellent customer service to all job seekers and employers and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

I challenge us all to continue to be engaged in driving workforce solutions, focus on continuous improvement and play an active role in your community and workforce development.

Megen Ralphs, M.S.
Chair, Governor's Workforce Development Board
Director of Human Resources, MSC Aerospace



MESSAGE FROM THE GOVERNOR'S DESIGNEE



Over the past year, I have had the privilege of participating with and observing our business leaders embracing their new roles on the State Workforce Development Board, creating strategic partnerships and fulfilling the requirements of the Workforce Innovation and Opportunity Act (WIOA). This has been an incredible opportunity to have a business-led board advise and participate in the alignment of our workforce development systems to meet the needs of businesses and workers.

WIOA's vision is to increase access and opportunities to employment, education, training and support services by promoting a strong alignment of workforce, education, vocational rehabilitation and other human services systems. Governor Gary R. Herbert supports the work of the board and is committed to the development of a talent pipeline through

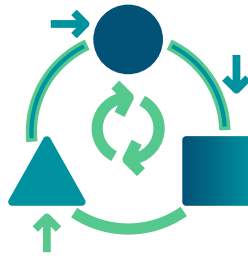
enhanced and newly developed services.

I commend the work of the State Workforce Development Board, as they have engaged workforce system stakeholders including elected officials, core and mandatory program partners and other program partners to develop Utah's unified plan focusing on innovation and service delivery excellence. The board's implementation of this plan has been remarkable. Highlights include:

- Certification of the Price employment center as a "comprehensive one-stop" center — while the certification materials are being refined, they are also being reviewed as a possible best practice with a variety of Department of Labor partners
- Recommendation on career pathways tools and sector strategies
- Focused attention on expanding apprenticeship opportunities in diverse sectors
- Development of strategies for employing people with disabilities
- WIOA policy approval
- Support of the Governor's Talent Ready Utah initiatives

The State Workforce Development Board and Utah's business leaders drive the vision for the workforce system at the state and local levels and have the capability to engage partners, employers and community members around that vision. I appreciate board members' critical leadership role in shaping the conversation between business, education and programs in workforce system needs now and for the future.

Jon Pierpont
Governor's Designee
Executive Director, Department of Workforce Services



STATE WORKFORCE DEVELOPMENT BOARD

Utah began the process of creating a WIOA-driven State Workforce Development Board (SWDB) during July 2015. SWDB staff informed the chair of the vision and goals of WIOA and discussed the opportunities the new law presented for Utah. The discussion included changes that must be made. The chair and core partner staff presented the goals and vision of WIOA at the September 2015 SWDB meeting. All the members of the SWDB and key support staff joined committees to begin the process of discussing the content of Utah's Unified plan. Utah's plan was developed through the work of the committees from September 2015 through January 2016. The SWDB actively participated in the development, approval and public comment process of the plan, which was officially approved in August 2017.

The SWDB leads the development and continuous improvement of the workforce development system in Utah through its committees. The committees work to:

- Implement innovative strategies by focusing on employer engagement
- Establish and maintain standing committees, including two required committees — Youth Services and the Services to Individuals with Disabilities — and Career Pathways, Operations and Apprenticeship Committees
- Improve system alignment and connections
- Build career pathways and industry and sector partnerships
- Support skills development programs
- Access local labor market analysis
- Define requirements and assess one-stop career centers
- Engage community systems by convening, brokering and leveraging with business, community, education and agency partners
- Evaluate performance measures designed to measure the effectiveness and continuous improvement of the service delivery systems

BOARD MEMBERSHIP

The passage of WIOA required Utah to update its state code regarding membership of the SWDB to comply with the new law. These changes were made to the Utah State Code, Title 35A Chapter 1 Part 2 Section 206 during the 2016 Utah State Legislative Session and implemented in July 2016. <https://le.utah.gov/xcode/Title35A/Chapter1/35A-1-S206.html>

EXECUTIVE COMMITTEE:

- Megen Ralphs — Chair, MSC Aerospace
- Gary Harter — Executive Director, Department of Veterans and Military Affairs, Operations Committee Chair
- Jake Mellor — Commissioner, Carbon County, Career Pathways Committee Chair
- Dave Dixon — Employment of People with Disabilities/Services to Individuals with Disabilities Committee Chair
- Joey Gilbert — Associated General Construction, Apprenticeship Committee Chair
- Wally Trotter — Mountain View Hospital, Health Care, Youth Committee Chair

BOARD MEMBERS:

- Jon Pierpont — Governor's Designee: Executive Director, Department of Workforce Services
- Abby Osborne — Salt Lake Chamber
- Ann Williamson — Executive Director, Department of Human Services
- Becky Edwards — Representative, Davis County/ Local Elected Official
- Brandon Pack — Staker & Parsons
- Bruce Rigby — Cache Valley Bank
- Bryan Flake — Geneva Rock Products — Pending
- Carl Brailsford — Utah Electrical JATC
- Ci Ci Compton — L-3 Communications Technology
- Connie Nielsen — OPEIU-AFL-CIO
- Dale Cox — Utah AFL-CIO
- Dave Dixon — Petersen Incorporation, Manufacturing
- Dave Woolstenhulme — Utah System of Technical Colleges
- David Buhler — Commissioner of Higher Education
- Deanna Hopkins — Questar Gas, Energy
- Diane Lewis — Laborer's Local 295
- Elizabeth Garbe — United Way of Salt Lake
- David Buhler/Blair Carruth — Commissioner of Higher Education
- Greg Paras — Deputy Director, Department of Workforce Services
- Jim Boyd — BusyBusy, Information Technology
- Joseph Carlson — Pending
- Ken Davey — Eklekticafe, Small Business
- Lance Lehnhof — Red Leaf Resources, Energy
- Lisa Laird — Snow College
- Mani Grewal — Snack Nirvana
- Robert Freebairn — Vivint Solar
- Sabrina Depenbrock — Procter & Gamble, Engineering
- Sarah Brenna — Director, Utah State Office of Rehabilitation
- Sydnee Dickson — Superintendent, Utah State Board of Education
- Val Hale — Executive Director, Governor's Office of Economic Development
- Karla Aguirre, Director; Kim Bartel, Business Analyst; Julie Jensen, Administrative Assistant

STAFF SUPPORT:

COMMITTEES



APPRENTICESHIPS

CHAIR: JOEY GILBERT



The Apprenticeships Committee held monthly meetings to gather information, complete site visits and expand its membership. Members of the committee prepared and presented information at the state summer counselor/teacher conference. The committee's recommendation to develop an interactive search function on the Eligible Training Provider List for

apprenticeships was accepted and the work was completed. It has charged a workgroup with the task of creating an apprenticeships website, creating a referral one-pager for comprehensive one-stop centers, and expanding committee membership to include more industries such as healthcare and technology.

CAREER PATHWAYS

CHAIR: JAKE MELLOR

The Career Pathways Committee met monthly during the past year. The committee gathered information on many of the career pathway programs and initiatives throughout the state of Utah. The committee decided to focus on Career and Technical Education (CTE) pathways, work being done by Talent Ready Utah and projects conducted by core partners. In addition, the committee created a model to define what career pathways are – not only education, but employer engagement and program and services support from core and required partners.



OPERATIONS

CHAIR: GARY HARTER; CO-CHAIR: JIM BOYD



During the past year, the Operations Committee met monthly to support Utah's WIOA plan vision and goals. The committee established several workgroups to address goals related to data and reporting, developing partner agreements and one-stop center requirements, referral processes and certification. The committee will continue to engage core and required partners, along with employer and other community partners, to achieve Utah's workforce development goals.

SERVICES TO INDIVIDUALS WITH DISABILITIES/ GOVERNOR'S COMMITTEE ON EMPLOYMENT OF PEOPLE WITH DISABILITIES

CHAIR: BETH STRATHMAN

CO-CHAIR: DAVE DIXON

The Services to Individuals with Disabilities Committee became a part of the Utah Governor's Committee on Employment of People with Disabilities in an effort to avoid duplication and leverage resources. The chair of the Governor's Committee was approved to be a member of the SWDB and served on the Executive Committee. The committee completed its existing goals as well as establishing new goals that align with and support the state WIOA plan. The committee met every other month.



YOUTH

CHAIR: WALLY TROTTER

CO-CHAIR: LISA LAIRD

The Youth Committee met quarterly during the year. The committee focused on visiting partner sites to learn about partner activities that support Utah youth. The committee plans to move forward, making recommendations based on these activities during the upcoming year.



2016-2017 ACCOMPLISHMENTS

Approval of Utah's Unified WIOA Plan

Utah's Unified Plan was officially approved by federal partners in August 2017. Utah's State Workforce Development Board led the development of the plan. The board created workgroups assigned to craft required sections of Utah's plan and to work together to ensure the vision and goals established by the Executive Committee provided the base for the strategies, activities and services outlined in the plan. Input was solicited from government agencies, nonprofit organizations, local government, employers and elected officials. Utah's plan was presented at six town hall meetings throughout the state and available online for public comment.

Certification of Comprehensive One-Stop Center in Price

WIOA requires that states each have at least one "comprehensive one-stop center" that provides physical access to all the area's employment-related services. While Utah already has one-stop centers statewide, the new legislation required stronger alignment and collaboration between agencies, with a major focus on the referral process and cross-training employees — ensuring that everyone working at the center and partner agencies understands the breadth of services available and can connect customers to them.

After a thorough review of the Price employment center by members of the SWDB in June, the full board voted to certify it as an official comprehensive one-stop center on July 13, 2017.



The centers support job seekers and workers with the high-quality career services, education and training and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other support including education and training for their current workforce.

Adult Education and Family Literacy Act Request for Proposal

The SWDB and core partners participated with Adult Education in its Request for Proposals process to award funding to selected programs. Executive Committee members reviewed the individual proposals and made recommendations to the full board. The recommendations were approved. The process resulted in the funding of 14 programs throughout the state.

One-Stop Center Core and Required Partners MOU

The one-stop center core and required partners signed an Memorandum of Understanding agreeing to coordinate, align and establish clear referral processes. The core partners ensure that employment and training services are coordinated and complementary and that job seekers can acquire the skills and credentials that meet employer needs.

Core partners include:

- Adult Worker
- Dislocated Worker
- Youth
- Wagner–Peyser Act providers
- Adult Education and Family Literacy Act providers
- Vocational Rehabilitation

Core and required partners are jointly responsible for workforce and economic development, educational and other human resource programs collaborate to create a seamless, customer-focused one-stop delivery system. The required partners agree to collaborate and align their services to enhance access for job seekers and businesses.

Required partners include:

- Senior Community Service Employment Program
- Veterans job counseling, training and placement services
- Career and Technical Education

- Trade Adjustment Assistance
- Community Services Block Grant employment and training activities
- U.S. Department of Housing and Urban Development employment and training programs
- Unemployment Compensation programs
- Programs authorized under the Social Security Act Title IV, Part A
- Job Corps
- National Farmworkers Jobs program (Futures Through Training)
- Indian Training and Education Center
- Youth Build

SWDB Bylaws Established

The Executive Committee approved the SWDB bylaws.

WIOA Core and Required Partner Staff Training

Operations staff from all of the core and required partners received cross-training in June 2017, to prepare for implementing the comprehensive one-stop center goals. The staff learned about all of the WIOA core and required partners programs and services and referral process. They discussed ways to better serve customers who may benefit from multiple programs and services with the goal of helping them achieve employment.

WIOA Partner Referral Sheets

Every core and required partner provided information about their programs, services and referral processes. Consistent, printable partner referral sheets were created and made available online. The information will be reviewed and updated at least quarterly (see page 15).

2016-2017 SUCCESS STORIES



Earning a Diploma, and on to College

SHAYLYNN EARL was raised in a home where she experienced emotional and physical abuse. Her mother was in pain from a car accident, requiring Shaylynn to care for her siblings, which led to poor school attendance. During her senior year she became involved with kids who partied and used drugs. When she realized she had not completed enough credits to graduate with her class, she gave up.

A year later, she learned about the Provo Adult Education Program, which provided a path for her to earn a high school diploma and hope for a brighter future. Earning her diploma was not easy. She suffered from health issues, was trained for three new jobs and had to learn new skills at school. She had to sacrifice but says it was worth it because she can now say, "I am a high school graduate!"

Many people told her that she didn't need a college degree to live a happy and successful life. However, she wanted to become more educated. Through grants and student loans, college became more affordable.

She now has a job, but understands that if she completes college and earns a degree, she will have the opportunity to earn a higher wage and achieve her dream of becoming a geologist. She is currently working toward her associate degree at Utah Valley University.

Finding Employment and Self-esteem Through Work Success

JENNIFER WILKINSON entered the Work Success program in June 2017 as a last hope. Although she was getting interviews, she couldn't get a job and wondered what she was doing wrong. After one week of Work Success she felt better about herself, because instead of

waking up at 10 a.m. and sending out resumes, she had a schedule. The structure of the program helped her work towards a goal.

Initially she didn't get the interviews she wanted. She spoke with her Work Success coach, and he said she was doing everything right, but because she was looking for something very specific, it might take a little longer. He reminded her she had a lot to offer employers. This pep talk helped her realize she needed to think positively. The following week she landed an interview. After that, she continued to think positively and began getting calls for interviews almost daily.

The workshops taught her how to improve her resume, write a compelling cover letter, network effectively, improve her LinkedIn profile and get the interviews she wanted. She has received compliments on her resume and was told her cover letter is interesting to read. In the past, she dreaded writing cover letters, but after attending Work Success it became easier because she knew what to include. Work Success improved her self-esteem, motivation and attitude. Soon she received two job offers.

Jennifer feels she would not have been offered the positions without the training and is thankful to her coaches. She learned that structure helps self-esteem and finding employment is easier when you feel good about yourself.

Adult Education Award Winner

FIGRELLA ALMEYDA was selected as the adult student of the year. Fiorella has a great love of learning and exemplifies all a teacher could hope for in a student, according to Alice Gold, Fiorella's English Language Learner (ELL) teacher. Fiorella emigrated from Peru where she worked for her family's nonprofit organization

supporting children with special needs. She is the mother of two children and, in addition to attending classes, also works at the local preschool. Her love for learning is contagious, and her yearning to communicate in English has inspired many, both inside and outside the classroom.

Fiorella moved from an ELL level 2 student to a level 5 student in record time, partly due to a unique friendship forged at Alpine's English Learning Center with another student. Fiorella and Hinau, from Tahiti, became fast friends in their new English class. Due to the fact that they each spoke different native languages, they had to communicate with each other in their newly emerging language, English. This friendship greatly accelerated the new language acquisition for both friends.

Teachers Making the Difference

After years of procrastination and self-doubt **ANDREAS R. ADAIR** finally gathered his courage and achieved what he and his supporters always knew he could: he earned his GED.

Andreas first came to Granite Peaks in May 2016. He attended the orientation and knew the program was right for him. He never forgot how Granite Peaks made him feel — happy and confident.

Math had always been difficult for Andreas, but he had an appreciation for math and the secrets of the Greeks, who had discovered things about the universe using formulas. Math seemed almost unfathomable to him, as though those symbols and Xs and Ys could only be known by those with a magical ability to understand the universe. But he found that it's not magic but logic! His teacher walked him through it one step at a time.

Andreas also made strides in other subjects, including science and reading, and learned test-taking strategies. He learned that in life, what we're afraid of doing the most is usually what we most need to do. He is now off to college, has high hopes for the future and thanks his teachers for helping him get there.

Obtaining New Skills After Being Laid Off

ASHLEY DOXSTADER, a dislocated worker, had a background in real estate and customer service with the desire to attend the Peace Officer Standards Training (POST) Academy. She began POST at Weber State University in January 2017, and successfully certified in each course. Ashley funded the majority of the equipment and supplies needed out-of-pocket and used Workforce Services funding for tuition. In April 2017, she was hired by the Layton City Police Department prior to completing her program. Ashley received full pay while completing her program and graduated in June 2017 with full-time employment in her field of training.

SHAY STRAUSS, also a dislocated worker, had attended two years of college studying graphic design. She wanted to attend the Web Development Program at Ogden-Weber Technology College and to complete the entire course in eight months. After her unemployment insurance benefits ran out, but before she completed training, she began work at the Humane Society as a web developer. Her new employer informed her that if she was able to learn the After Effects program they could stop contracting that service and increase her pay. With some negotiation, her employment counselor was able to include After Effects in her training program and she completed the training early. In her position she uses her web development and graphic design experience and training.

Succeeding with Prosthetics and Vocational Rehabilitation

In 2015, **SIDNEY SMITH** became a double amputee from his battle with Charcot-Marie-Tooth, a disease that damaged nerves in his legs. A lot of fear came over him when he was told his feet needed to be amputated below the knee. Not only was he worried about how his new disability would affect his job as a hotel manager, but he was also concerned about the financial burden of medical expenses.

Prior to the surgery, Sidney learned about Vocational Rehabilitation (VR) from an amputee he met at his doctor's office. He applied and was approved and was set up with his first VR counselor, Jason. After surgery, he received assistance with physical therapy and transportation to travel from his home in Vernal to Utah County to see his doctor and get fitted for prosthetic legs. Another VR counselor, Sharon, continued Sidney's case and played a big part during the final stages of his prosthetic fittings. After he was denied by his insurance coverage for a vacuum suction he needed for limb suspension, Sharon worked to acquire the part for him to ensure he'd have the correct suspension in his prosthetics.

"I am truly grateful for the support of vocational rehabilitation in being a crucial moving part in the journey of getting my prosthetics and working as hotel manager," said Sidney. "I am so thankful for my excellent counselors and helping me not only financially, but being there emotionally as they were a huge motivation to getting back onto feet!"

Today, Sidney owns prosthetic running legs, walking legs and cycling legs. He hikes mountains, does sprints and Olympic triathlons and is currently training for an Ironman. In addition, he gained strength so he could continue working and perform his job duties well. At work, he can easily move around the lobby, go upstairs, in and out of rooms and run around town to get supplies for the hotel without any issues.

Single Mom Invests in Herself for Her Family

DEMY applied for the Invest In You Too program in January 2017. She had recently lost her belongings to a fire and also had a miscarriage. She was renting one bedroom in a house and sharing it with her mother and daughter. During her interview for Invest In You Too, she was shy and lacked confidence.

Demy was accepted into the program in February. She struggled with her computer skills and was reluctant to ask questions during class but quickly connected with the other students. She realized they were all in similar situations. She was always on time and dedicated herself to learning.

She opened up to her Family Success Coach, Maren Stevens, and discussed her needs — housing, credit and vision problems. Maren was able to connect Demy with community resources. She received a free vision exam and was able to purchase glasses. She continued to have housing issues throughout the program and realized completing classes and obtaining a medical manufacturing job was going to help her resolve this issue. During one of the employer tours she told us that working there would be her "dream job." She realized that the Invest In You Too program was giving her the needed skills. After scoring 100 percent on her first test, she realized she could be successful and gained confidence, which enabled her to facilitate group study sessions. Demy was the first student to apply for a position, with her dream company, and was hired on the spot before the program ended.

She began work in April and continues to enjoy her job. She also maintains contact with Maren for support. Together they found a two-bedroom apartment and developed a budget. Demy has been able to purchase a car, pay off debts and start repairing her credit. She has full benefits at her company and signed up for a retirement plan and life insurance.



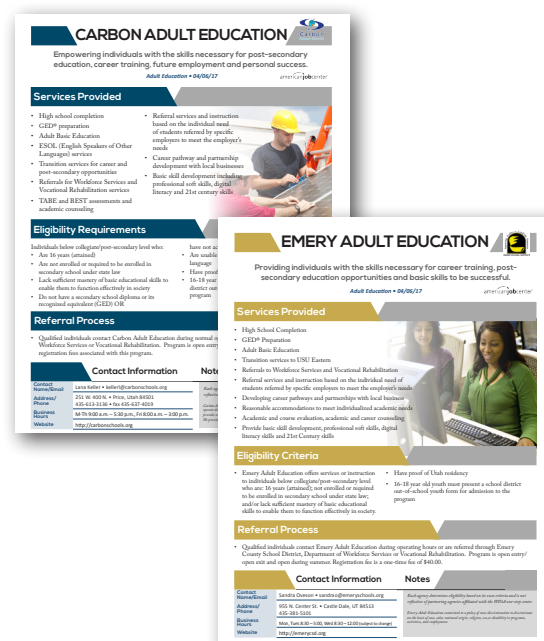
WIOA Partner Referral Sheets

When a customer walks into a one-stop center, he or she can efficiently be referred to dozens of programs and services provided by Workforce Services and other partners in the community. The new one-page referral sheets make it easy for customers and providers alike to find the most current information on the programs' services, eligibility criteria, referral process and contact information for that specific region.

To date, the referral sheets have only been created for the Price employment center, which is the state's first one-stop center. As other centers are certified, referral sheets specific to each region will be added.

Available core and required partner referral sheets for Price:

- Adult Training
- Adult Training Employment
- Carbon Adult Education
- Carbon School District
- Carbon & Emery Food Banks
- Easter Seals-Goodwill
- Emery Adult Education
- Family Employment Program
- Major HUD Programs
- Indian Training - Job Seekers
- Job Corps - Employer
- Job Corps - Training Seeker
- Migrant Seasonal - Job Seeker
- Pinnacle Canyon Academy
- Trade Adjustment Assistance (TAA)
- Unemployment Insurance - Employer
- Unemployment Insurance - Job Seeker
- Utah State University - Eastern Price
- Veterans - Directed
- Veterans - Employer
- Veterans - Job Seeker
- Vocational Rehabilitation - Job Seeker
- Wagner-Peyser - Employer
- Wagner-Peyser - Job Seeker
- WIOA Youth Program
- WIOA Youth Program - Employer



Find the referral sheets online at <http://jobs.utah.gov/wioa>

FOR MORE INFORMATION:
jobs.utah.gov/workforce



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